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REPORT

TO THE

BOARD OF DIRECTORS

MARIN COUNTY TRANSIT DISTRICT

PRESENTING

A PLAN OF TRANSIT OPERATION

FOR

MARIN COUNTY



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UNIVERSITY OF CALIFORNIA

PAUL J. FANNING

Transit Study Project Director

JUNE 1965

SAN RAFAEL, CALIFORNIA

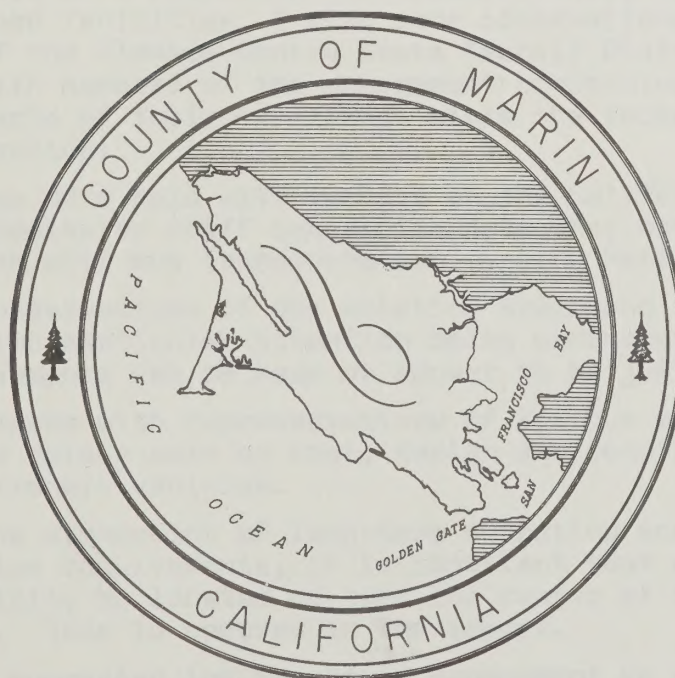
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R E P O R T
To The
B O A R D O F D I R E C T O R S
M A R I N C O U N T Y T R A N S I T D I S T R I C T


-0-

Presenting
A P L A N O F T R A N S I T O P E R A T I O N
For
M A R I N C O U N T Y



PAUL J. FANNING
Transit Study Project Director

JUNE 1965
San Rafael, California



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San Rafael, California
June 28, 1965

Board of Supervisors
County of Marin
Civic Center
San Rafael, California

Gentlemen:

Attached is my report covering the necessary action to place the Marin County Transit District in operation.

In developing this report an analysis was made of the operating and financial experience of Western Greyhound Lines. Frequent conferences were held with its management and staff to discuss the reports of the Marin County operation. Moreover to arrive at a comparison between privately owned and publicly owned facilities, I also made observations of the operation of the Alameda-Contra Costa Transit District and consulted with members of the management concerning the various aspects of their experience since the inception of that organization.

Meetings were held with members of the California Public Utilities Commission staff concerning data they have developed in connection with bus transportation serving Marin County.

Field observations of the existing Greyhound operations were made with particular attention being centered on areas where improvements can be made or appear to be justified.

Conferences with representatives of the bus manufacturers were held to obtain data on cost, design and construction of the modern transit vehicles.

From the standpoint of long-term operating economy and day-to-day service requirements, it is important that a Transit Service facility be located as near the center of the County as possible. This is covered in the report.

It was suggested the Greyhound management be approached and asked if it would be interested in entering into a contract to provide certain services and personnel. This was done and the general terms under which Greyhound would be willing to perform this service, are included in the report.

In developing information and preparing the report, it was necessary that I have access to the records of various organizations. For their generous cooperation, I should like to express my sincere appreciation to Western Greyhound Lines, Alameda-Contra Costa Transit District, Golden Gate Bridge and Highway District, San Francisco Municipal Railway and the staff of the California Public Utilities Commission. Moreover, I am most grateful to the various departments of the Marin County Administration, who made their personnel and facilities available to me. I wish to specifically thank Mr. A. A. Smith, retired Regional Manager of Western Greyhound Lines, who was particularly valuable in developing and evaluating the operating material presented in the report.

Respectfully submitted,

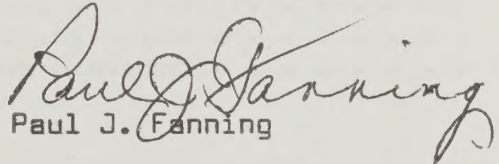

Paul J. Fanning

TABLE OF CONTENTS

| | Page |
|---|------|
| I PROPOSED OPERATION | |
| 1. Schedule Frequency | 1 |
| 2. Intra-County Service | 1 |
| 3. Express Service. | 1 |
| 4. Replacement Service | 2 |
| 5. Fares | 2 |
| 6. Traffic Checks | 2 |
| 7. Supervision. | 2 |
| 8. Shelter Sheds. | 2 |
| 9. San Francisco - Terminals. | 3 |
| 10. Charter Service - Package Express. | 3 |
| 11. Labor Agreements | 4 |
| 12. Advertising and Public Relations | 4 |
| II BUS AND ADMINISTRATIVE-MAINTENANCE FACILITY REQUIREMENTS | |
| 1. Bus Equipment | 6 |
| 2. Administrative-Maintenance Facility. | 7 |
| III FINANCING | |
| 1. Capital Investment | 8 |
| 2. Operating Revenues | 8 |
| 3. Operating Expenses | 8 |
| 4. Comparative Revenue & Expense Statement. | 9 |
| IV PROPOSED ORGANIZATION CHART | |
| 1. Chart | 10 |
| V CURRENT GREYHOUND SERVICE | |
| 1. 7th Street Terminal | 11 |
| 2. Ferry Building Terminal. | 13 |
| 3. Passengers Handled | 15 |
| VI MANAGEMENT CONTRACT PROPOSAL | |
| 1. Proposed Contract. | 16 |
| 2. Proforma Statement | 17 |
| VII CONCLUSION | |
| 1. Federal Grant. | 19 |
| 2. Preferential Traffic Treatment For Transit Vehicles. | 19 |
| 3. Future Growth. | 20 |
| VIII EXHIBIT | |
| 1. Photographs of Modern Bus | |

PROPOSED OPERATION

1. Schedule Frequency -

The present Monday thru Friday schedule frequency between Marin County and San Francisco during the morning and evening peak hours is such that there is little, if any, room for improvement. During the off peak hours, any substantial increase in the existing headways, would result in increased operating costs that would not be supported by sufficient additional revenue to economically justify the added frequency.

2. Intra-County Service -

An analysis of the intra-county service reflects a total of 37 round trip schedules between San Rafael and Manor, 32 round trip schedules between Mill Valley and Marin City, 11 round trip schedules between Belvedere/Tiburon, Marin City and Mill Valley and 4 round trip schedules between Belvedere/Tiburon and Mill Valley via Blythedale Ave. The present traffic volume does not indicate an increase in this service is justified at this time. There is an area however, where it is felt an improvement can be made in the intra-county service. Greyhound does not presently provide direct service to the Civic Center and to the Marin General Hospital. It has also been suggested that consideration be given to operating a direct service between Mill Valley and San Rafael via Blythedale Avenue and Highway 101. Proposed schedules covering this additional service, are included in the report. (See Page 5)

As a convenience to patrons, there is justification for rerouting some of the service. In the Novato area, some schedules should operate via South Novato Blvd. All schedules excepting Express service, should operate into the Northgate Shopping Center.

3. Express Service -

Establish Express service during the morning and evening peak periods between San Francisco and the following Marin County points: Mill Valley, Novato, San Anselmo, San Rafael, and Terra Linda. These Express buses should be identified by means of a special flag in order that passengers along the route would know they were not being passed up by regular buses.

4. Replacement Service -

At the present time certain Santa Rosa - San Francisco schedules augment the Marin County service. It will be necessary therefore, for the Marin Transit District to operate these schedules; this will require the District to provide an additional six drivers and four buses.

5. Fares -

For the present, no change should be made in the adult fare structure. It is suggested however, that consideration be given to the establishment of a reduced fare for children to replace the present minimum fare of 25¢. This adjustment in fares for children under 13 years of age and school children under 18 years, should not result in any decrease in the net revenue but should stimulate an increase in patronage.

Children 5 years of age and over but under 13 years with no limitations as to hours or whether accompanied by an adult 15¢.

School children, 13 years of age and over but under 18 years, to be handled thru the purchase of a 20 ride card for \$3.00. This 20 ride card would be accepted on any school day during the regular school term but would not be accepted on Saturdays, Sundays or School Holidays.

6. Traffic Checks -

In order to properly control service requirements, a systematic program of constant traffic checks should be placed in effect. This activity could be carried out by employees of the operating and schedule departments, as part of their assigned duties.

7. Supervision -

The present supervision of both drivers and equipment should be increased as a means of providing better management control of the service.

8. Shelter Sheds -

There are twenty shelter sheds presently in use thru-out the County; eight were provided by Greyhound and twelve by others. It is not recommended the Transit District assume the responsibility for any additional sheds because of maintenance, policing problems and costs that would result.

9. San Francisco - Terminals -

For the present it will be necessary to use the two San Francisco terminals namely the Ferry Building and Seventh Street Terminal. The possibility of using the East-Bay Terminal for the Marin operation was discussed at a meeting with the Chief Engineer of the Division of Bay Toll Crossings. It was pointed out that at the present time the facilities would not permit such a move but that when the Bay Area Rapid Transit District start their operation, there is a good possibility the Marin County Service could be accommodated.

It has been suggested the schedules now terminating at 7th Street Terminal be changed to terminate at the Ferry Building and the schedules now terminating at the Ferry Building be rerouted closer to the Financial District, rather than via the Embarcadero. Until such time as the facilities of the East-Bay Terminal at First and Mission are available to the buses of the Transit District, nothing would be accomplished by sending the buses to the Ferry Building. Practically no passengers would be handled between the 7th Street Terminal and the Ferry Building Terminal but more important, a serious traffic problem would be made even worse, particularly in the afternoon peak. The rerouting of the present Ferry Building service away from the Embarcadero would necessitate the use of streets that are less adequate than the present route and heavily used by private vehicles. To add the many buses, making stops for the discharge and loading of passengers, would create a major traffic problem. This proposed rerouting was discussed with San Francisco traffic authorities; they objected to any change being made that would cause added congestion.

10. Charter Service-Package Express -

Under the terms of the enabling act creating the Marin Transit District, no authority was granted to permit the District to perform charter bus service or handle package express. A bill was introduced in the current session of the Legislature, requesting an amendment to the enabling act that would permit the handling of charter bus service and package express. This bill was referred to an interim committee for study, which could mean a delay of at least two years in getting the bill acted upon.

The revenue from charter bus service and package express, during 1964 as reported by Greyhound's Marin County Operation was \$62,600.00, as follows:

| | |
|-----------------|--------------------|
| Charter Bus | \$54,200.00 |
| Package Express | <u>8,400.00</u> |
| Total | <u>\$62,600.00</u> |

Until such time as the enabling act is amended, this source of revenue would not be available to the District unless a management contract is entered into with Greyhound and they are agreeable to crediting these revenues to the District.

11. Labor Agreements -

Under the terms of the legislative act creating the Marin Transit District, the labor agreements in effect with Western Greyhound Lines, would be assumed and observed by the District, in the event the District takes over the transit operation. Moreover, employees of Western Greyhound who transfer to the employ of the District shall suffer no worsening of their wages, seniority, pension, vacation, or other benefits by reason of the acquisition.

The rates of pay, hours and working conditions for drivers and clerical employees, are established in an agreement between Western Greyhound Lines and Amalgamated Transit Union. Under the agreement, drivers rates of pay are computed on the basis of a daily rate plus an additional allowance for time required to be on duty in excess of eight hours, with an adjustment based on the cost-of-living index. The following is an example of the manner in which a drivers daily rate of pay would be computed on a sample run:

| | Lv. | Ar. | Time | Spread | Pay |
|--------------------------|--------|--------|------|--------|---------|
| San Rafael-San Francisco | 11:47a | 12:34p | -47 | | |
| San Francisco-Manor | 1:05p | 2:18p | 1-13 | | |
| Manor-San Francisco | 2:28p | 3:38p | 1-10 | | |
| San Francisco-Manor | 5:05p | 6:18p | 1-13 | | |
| Manor-San Francisco | 6:28p | 7:43p | 1-15 | | |
| San Francisco-San Rafael | 8:05p | 9:18p | 1-13 | | |
| San Rafael-San Francisco | 9:54p | 11:10p | 1-16 | 13:06 | \$38.38 |
| San Francisco-San Rafael | 11:45p | 12:53a | 1-08 | 1:00 | 5.10 |
| | | | 9-15 | 12:06 | \$43.48 |

In the above example, the actual working time is 9 hours and 15 minutes, however the pay is computed on the net spread time of 12 $\frac{1}{4}$ hours at the hourly rate of \$3.098 plus .035¢ per hour for cost-of-living adjustment or a total of 12 $\frac{1}{4}$ times \$3.133 which equals \$38.38. Additional compensation is due for each hour or fraction thereof to the nearest one-quarter in excess of 8 hours, at a rate of \$1.20 per hour or a total of \$5.10, which added to the \$38.38 makes a total daily rate of \$43.48.

The existing labor agreement expires February 28, 1966 at which time a new contract is to be negotiated. If present economic trends continue, the rates of pay will be adjusted upward, which would mean an increase in operating expenses and to offset this increased expense, may require an increase in the fares.

12. Advertising - Public Relations -

It is important the public be kept informed on matters affecting transit operations. This can be done through the media of newspapers, radio, television and periodic distribution of pamphlets and folders. To accomplish this, it is suggested a qualified agency in this field be retained to develop and administer the program.

P R O P O S E D

MARIN COUNTY CIVIC CENTER - GENERAL HOSPITAL SERVICE

Also Serving

San Rafael-San Anselmo-Ross-Kentfield-Larkspur-Corte Madera

DAILY

| | AM | AM | AM | <u>Southbound</u> | | PM | PM | PM |
|-------------------------|------|------|-------|-------------------|------|------|------|------|
| | | | | AM | PM | | | |
| CIVIC CENTER | | 8:00 | 9:20 | 11:40 | 1:00 | 2:20 | | 5:10 |
| SAN RAFAEL | 6:45 | 8:08 | 9:28 | 11:48 | 1:08 | 2:28 | | 5:18 |
| SAN ANSELMO | 6:54 | 8:17 | 9:37 | 11:57 | 1:17 | 2:37 | 3:20 | 5:27 |
| ROSS | 6:59 | 8:22 | 9:42 | 12:02 | 1:22 | 2:42 | 3:25 | 5:32 |
| KENTFIELD CORNERS | 7:01 | 8:24 | 9:44 | 12:04 | 1:24 | 2:44 | 3:27 | 5:34 |
| M. G. HOSPITAL | 7:06 | 8:29 | 9:49 | 12:09 | 1:29 | 2:49 | 3:32 | 5:39 |
| LARKSPUR | 7:09 | 8:32 | 9:52 | 12:12 | 1:32 | 2:52 | 3:35 | 5:42 |
| CORTE MADERA (Lakeside) | 7:14 | 8:37 | 9:57 | 12:17 | 1:37 | 2:57 | 3:40 | 5:47 |
| | AM | AM | AM | <u>Northbound</u> | | PM | PM | PM |
| | | | | PM | PM | | | |
| CORTE MADERA (Lakeside) | 7:14 | 8:40 | 10:00 | 12:20 | 1:40 | 2:57 | 3:40 | 5:47 |
| LARKSPUR | 7:19 | 8:45 | 10:05 | 12:25 | 1:45 | 3:02 | 3:45 | 5:52 |
| M. G. HOSPITAL | 7:22 | 8:48 | 10:08 | 12:28 | 1:48 | 3:05 | 3:48 | 5:55 |
| KENTFIELD CORNERS | 7:27 | 8:53 | 10:13 | 12:33 | 1:53 | 3:10 | 3:53 | 6:00 |
| ROSS | 7:29 | 8:55 | 10:15 | 12:35 | 1:55 | 3:12 | 3:55 | 6:02 |
| SAN ANSELMO | 7:34 | 9:00 | 10:20 | 12:40 | 2:00 | 3:17 | 4:00 | 6:07 |
| SAN RAFAEL | 7:43 | 9:09 | 10:29 | 12:49 | 2:09 | | 4:09 | 6:16 |
| CIVIC CENTER | 7:51 | 9:17 | 10:37 | 12:57 | 2:17 | | 4:17 | |

MILL VALLEY - SAN RAFAEL

DAILY

Except Sunday and Holidays

| | AM | AM | AM | <u>Northbound</u> | | PM | PM | PM |
|-------------|------|-------|-------|-------------------|------|------|------|------|
| | | | | PM | PM | | | |
| MILL VALLEY | 9:00 | 10:00 | 11:00 | 1:00 | 2:00 | 3:00 | 4:00 | 5:30 |
| SAN RAFAEL | 9:15 | 10:15 | 11:15 | 1:15 | 2:15 | 3:15 | 4:15 | 5:45 |
| | AM | AM | AM | <u>Southbound</u> | | PM | PM | PM |
| | | | | PM | PM | | | |
| SAN RAFAEL | 9:30 | 10:30 | 11:30 | 1:30 | 2:30 | 3:30 | 4:30 | 6:00 |
| MILL VALLEY | 9:45 | 10:45 | 11:45 | 1:45 | 2:45 | 3:45 | 4:45 | 6:15 |

II

BUS AND ADMINISTRATIVE-MAINTENANCE FACILITY REQUIREMENTS

1. Bus Equipment -

The proposed service will require a fleet of 125 buses:

| <u>Type</u> | <u>Passenger Capacity</u> | <u>Number</u> |
|-------------|-------------------------------|---------------|
| Transit | 51 | 115 |
| Suburban | 45 | 10 |

The modern diesel buses will provide the ultimate in passenger comfort, with attractive interior appointments, comfortable and easily accessible seats, a rapid air circulation ventilating system for heating and cooling, indirect lighting, full view windows and air-ride suspension. In this connection it is recommended a premium diesel fuel be used in the buses even though the added cost is approximately .02¢ per gallon. This added cost will be more than compensated for by the increased engine efficiency because of improved combustion, improved acceleration and longer engine life with reduced maintenance cost. The improved combustion qualities of the premium diesel fuel also reduces the vapors that are emitted from the engine exhaust, which from a public relations point of view, have been a source of difficulty to the operators of diesel equipment.

It is not recommended the buses be air-conditioned. The buses available today have a very efficient and highly rated ventilating system that provides a rapid but unobtrusive circulation of air with a complete change of air every few minutes. To provide air-conditioning in the buses would require an initial expenditure of approximately \$5,000.00 per bus or a total of \$625,000.00. In addition, there would be an increase in maintenance cost to keep the air-conditioning units in running condition.

In developing a color scheme for the buses, it is suggested the exterior be a blend of off-white for the top; the sides below the window to have an eight or ten inch horizontal gold stripe, beginning just behind the drivers window and the front door, and extending back and across the rear. The front of the bus just below the windshield, should be painted a complementary green with this same green extended as a band or stripe just below the drivers window and the dividing strip on the front door, to meet the gold stripe on both sides. The balance of the exterior would be left in the natural color of aluminum or stainless steel. For identification purposes, the seal of Marin County, in an appropriate size, could be placed on each side toward the front.

Some of the routes of the Marin County operation are over narrow, winding highways and would require a smaller vehicle than the 51 passenger transit bus. This is the primary reason for recommending the purchase of ten (10) units of the smaller 45 passenger suburban type buses. These buses are also more adaptable to the intra-county service and more desirable for use in charter service.

2. Administrative-Maintenance Facility -

The establishment of an Administrative-Maintenance Facility, centrally located in the County, is mandatory in the event it is decided the District should take over the operation. Such a site consisting of ten (10) acres has been tentatively surveyed and selected. It meets all requirements, providing the financial aspects can be agreed upon. This facility would consist of a complex of buildings to accommodate the operating and administrative functions, garage and shop facilities, as well as sufficient area to provide adequate servicing and storage space.

III

FINANCING

1. Capital Investment -

The estimated cost of buses, the Administrative and Maintenance Facility, including purchase or lease of the land plus construction of the buildings, including garage and office equipment is as follows:

| | |
|--|-----------------------|
| Cost of 125 buses (Includes state sales tax and delivery costs) | \$3,630,000.00 |
| Land for Administrative-Maintenance Facility (Offering Price) | 544,500.00 |
| Construction of buildings for Administrative-Maintenance Facility, including equipment | <u>769,250.00</u> |
| TOTAL | <u>\$4,943,750.00</u> |

2. Operating Revenues -

The following is an estimate of anticipated operating revenues for the year 1966, as projected from Western Greyhound Lines most recent figures.

| | |
|-----------------------------|-----------------------|
| Passenger | \$1,722,000.00 |
| Other (Transit Advertising) | <u>37,800.00</u> |
| TOTAL | <u>\$1,759,800.00</u> |

3. Operating Expenses -

The following is an estimate of the projected operating expenses.

| | |
|--------------------------|-----------------------|
| Equipment | \$ 264,035.00 |
| Transportation | 1,228,488.00 |
| Station | 83,200.00 |
| Advertising | 26,000.00 |
| Insurance | 80,000.00 |
| Administrative & General | 272,132.00 |
| Operating Taxes | 87,550.00 |
| Operating Rents | <u>13,090.00</u> |
| TOTAL | <u>\$2,054,495.00</u> |

Operating Income or (Loss) (\$ 294,695.00)

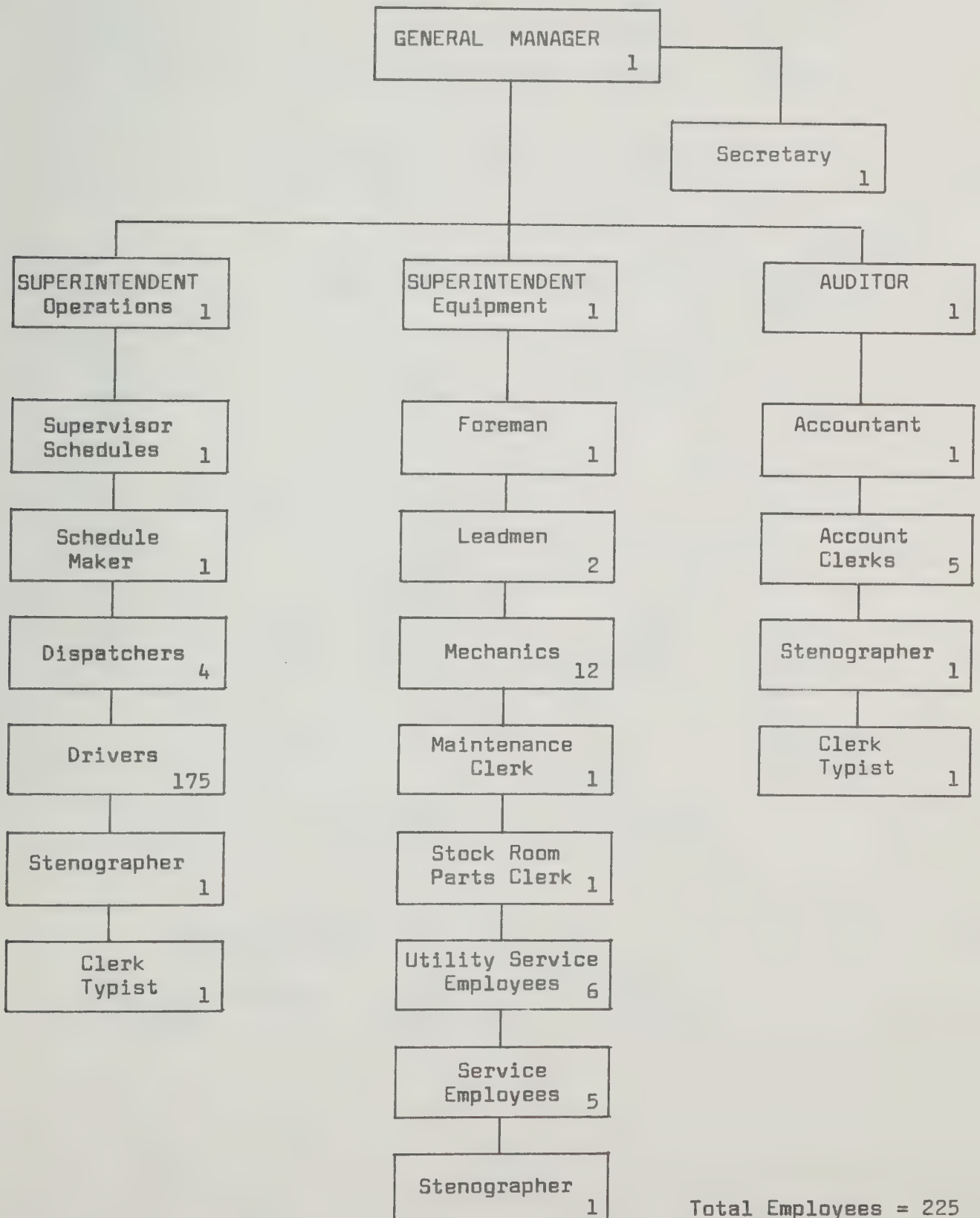
STATEMENT OF ESTIMATED OPERATING REVENUES AND EXPENSES
 SHOWN IN WESTERN GREYHOUND LINES MANAGEMENT CONTRACT PROPOSAL
 AS COMPARED WITH ESTIMATES FOR THE
 PROPOSED MARIN TRANSIT DISTRICT OPERATION
 JANUARY 1, - DECEMBER 31, 1966

| | <u>Greyhound Lines</u> | <u>Marin Transit District</u> |
|--------------------------------|----------------------------|-----------------------------------|
| Operating Revenues - | | |
| Passenger | \$1,722,000.00 | \$1,722,000.00 |
| Other | 37,800.00 | 37,800.00 |
| TOTAL | <u>\$1,759,800.00</u> | <u>\$1,759,800.00</u> |
| Operating Expenses - | | |
| Equipment Maintenance & Garage | \$ 160,000.00 | \$ 264,035.00 |
| Transportation | 1,224,900.00 | 1,228,488.00 |
| Station | 83,200.00 | 83,200.00 |
| Traffic and Advertising | 16,000.00 | 26,000.00 |
| Insurance and Safety | 80,000.00 | 80,000.00 |
| Administrative and General | 231,000.00 | 272,132.00 |
| Operating Taxes | 92,000.00 | 87,550.00 |
| Operating Rents | 18,700.00 | 13,090.00 |
| TOTAL | <u>\$1,905,800.00</u> | <u>\$2,054,495.00</u> |
| Estimated Loss | \$ 146,000.00 | \$ 294,695.00 |
| *Salary - Transit Coordinator | 15,000.00 | |
| *Advertising Agency | 10,000.00 | |
| Adjusted Estimated Loss | <u>\$ 171,000.00</u> | <u>\$ 294,695.00</u> |

*These items are not included in the Greyhound estimate but would be an added expense to the District.

IV
P R O P O S E D
O R G A N I Z A T I O N C H A R T

M A R I N T R A N S I T D I S T R I C T



Total Employees = 225

CURRENT GREYHOUND SERVICE

Western Greyhound Lines operate from two terminal points in San Francisco, namely the Ferry Building and the Greyhound 7th Street Terminal. The service moves across the Golden Gate Bridge and then the routes fan out to the various communities in Marin County. In addition, there are schedules that operate entirely within Marin County.

The basic service including Mid-day, Nights, Saturdays, and Sundays operates from the 7th Street Terminal.

SAN FRANCISCO - 7th STREET TERMINAL
(Daily, Except Sat, Sun, & Holidays)

| <u>Route</u> | | <u>First Schedule</u> | <u>Last Schedule</u> | <u>HEADWAYS</u> | |
|--------------|------------------------------|-----------------------|----------------------|-----------------|-------------|
| | | | | <u>Base</u> | <u>Peak</u> |
| A | NOVATO | | | 60min-120min | 17min |
| From: | | | | | |
| | Novato | 6:00am | 11:55pm | | |
| | S.F. 7 th | 5:05am | 1:40am | | |
| | | *** | | | |
| CA-D | SAN RAFAEL-MANOR-SAN ANSELMO | | | 30min | 10min |
| From: | | | | | |
| | San Rafael | 4:20am | 12:26am | | |
| | | 6:00am (S/S) | | | |
| | S.F. 7 th | 5:05am | 2:15am | | |
| | Manor-San Anselmo | 5:07am | 10:37pm | | |
| | S.F. 7 th | 6:35am | 12:15am | | |
| | | *** | | | |
| E-L | MILL VALLEY | | | 60min | 15min |
| From: | | | | | |
| | Mill Valley | 5:27am | 2:35am | | |
| | S.F. 7 th | 5:05am | 2:15am | | |
| | | *** | | | |
| - | BELVEDERE-TIBURON | | | 60min-120min | 40min |
| From: | | | | | |
| | Belvedere-Tiburon | 5:57am | 10:49pm | | |
| | S.F. 7 th | 6:35am | 11:15pm | | |

| <u>Route</u> | <u>First Schedule</u> | <u>Last Schedule</u> | <u>HEADWAYS</u> | |
|--|-----------------------|----------------------|--|-------------|
| | | | <u>Base</u> | <u>Peak</u> |
| - SAUSALITO | | | 20min | |
| From: | | | | |
| Sausalito | 5:48am | 1:05am | | |
| S.F. 7th | 6:35am | 2:15am | | |
| | *** | | | |
| 0 FAIRFAX-GREENBRAE via Sir Francis Drake Blvd. | | | One RT. - Mon thru Fri | |
| | *** | | | |
| - STINSON BEACH-BOLINAS | | | One RT. - Mon thru Sat Two RT. - Sun & Holidays | |
| | *** | | | |
| - POINT REYES-INVERNESS | | | One RT. - Daily | |

Note-

1. On Saturday, Sunday and Holidays, the basic schedule frequency is similar to the Monday thru Friday service with the exception of the high peak frequency.
2. Regular scheduled service is operated to serve various schools in Marin County on school days. A special service is also operated to serve the Tamalpais School District, on a contract basis.

FERRY BUILDING TERMINAL
(Daily, Except Sat, Sun, & Holidays)

| <u>Route</u> | <u>First Schedule</u> | <u>Last Schedule</u> | <u>Peak Headways</u> |
|---|-----------------------|----------------------|----------------------|
| Z Novato | | | 5 min |
| From: | | | |
| Novato | 6:30am | 7:35am | |
| S.F.Ferry Bldg. | 4:30pm | 6:00pm | |
| | *** | | |
| W SAN RAFAEL | | | 7 min |
| From: | | | |
| San Rafael | 6:45am | 8:15am | |
| S.F.Ferry Bldg. | 4:37pm | 6:00pm | |
| | *** | | |
| F MANOR, FAIRFAX, SAN ANSELMO | | | 5 min |
| From: | | | |
| Manor | 6:36am | 7:22am | |
| S.F.Ferry Bldg. | 4:00pm | 6:00pm | |
| | *** | | |
| K MANOR, FAIRFAX, SAN ANSELMO - SAN RAFAEL | | | 5 min |
| From: | | | |
| Manor | 6:12am | 8:08am | |
| S.F.Ferry Bldg. | 4:00pm | 6:00pm | |
| San Rafael | 6:52am | 7:47am | |
| S.F.Ferry Bldg. | 4:00pm | 6:00pm | |
| | *** | | |
| S-T KENTFIELD, LARKSPUR, CORTE MADERA | | | 8 min |
| From: | | | |
| Kentfield | 6:33am | 8:09am | |
| S.F.Ferry Bldg. | 4:10pm | 6:25pm | |
| | *** | | |
| U-V MILL VALLEY | | | 5 to 10 min |
| From: | | | |
| Mill Valley | 6:10am | 8:28am | |
| S.F.Ferry Bldg. | 4:30pm | 6:00pm | |

| <u>Route</u> | <u>First Schedule</u> | <u>Last Schedule</u> | <u>Peak Headways</u> |
|-------------------------------------|-----------------------|----------------------|----------------------|
| N-Y MARIN CITY-SAUSALITO | | | 5 to 10 min |
| From: | | | |
| Marin City | 6:25am | 8:25am | |
| S.F.Ferry Bldg. | 4:10pm | 6:25pm | |

| | | | |
|------------------------------------|--------|--------|-------------|
| H-M-R BELVEDERE-TIBURON | | | 5 to 30 min |
| From: | | | |
| Belvedere | 5:57am | 7:45am | |
| S.F.Ferry Bldg. | 5:00pm | 6:00pm | |

Western Greyhound Lines operates a total of 490 schedules between Marin County and San Francisco and 84 intra-county or local schedules for a total of 574 schedules.

| | |
|-------------------------|-----------|
| 7th Street Terminal | 316 |
| Ferry Building Terminal | 174 |
| Intra-County | <u>84</u> |
| Total | 574 |

STATEMENT SHOWING TOTAL PASSENGERS HANDLED

BETWEEN MARIN COUNTY AND SAN FRANCISCO

DURING A ONE WEEK PERIOD

MARCH 1 - 7, 1965, Inclusive

| | MARIN COUNTY TO SAN FRANCISCO | SAN FRANCISCO TO MARIN COUNTY | TOTAL PASSENGERS |
|-------------------------------|-------------------------------------|-------------------------------------|----------------------|
| March 1 (Mon) - March 5 (Fri) | 22,826 | 23,718 | 46,544 |
| March 6 (Sat) | 1,168 | 1,299 | 2,467 |
| March 7 (Sun) | <u>1,065</u> | <u>1,152</u> | <u>2,217</u> |
| TOTALS | <u><u>25,059</u></u> | <u><u>26,169</u></u> | <u><u>51,228</u></u> |

MANAGEMENT CONTRACT PROPOSAL

A meeting was held with Western Greyhound Lines officials concerning a management contract arrangement. They prepared a proforma statement of the operation for the year 1966 and suggested this be submitted to the Marin Transit District Board of Directors for their consideration.

This proforma statement reflects an extension of estimated miles and revenue for the year 1966 which continues the "growth" trend through 1966 that was experienced during the first three months of 1965, as compared to the same period of 1964. The statement was submitted on the following bases:

- (1) The statistics apply to the present pattern of service Greyhound is operating with the exception of the expansion due to "growth" referred to above.
- (2) These statistics are based on the assumption that the Marin Transit District will acquire and furnish new buses for the entire requirements of the transit service.
- (3) These statistics are based on collective bargaining agreements presently in effect. All of the agreements are subject to re-negotiation during the years 1965 and 1966. Any increases in salaries, wages and related costs applicable to the personnel utilized in the Marin County service will be additional costs chargeable to the transit service over and above costs that are reflected in the proforma statement.
- (4) It is to be strictly understood that the statement is proforma in nature which means an "estimated" statement. It is not a representation in any respect as to what the actual costs will be. It is a close estimate of so called "first year" costs at today's cost levels. Greyhound has represented that it will conduct these operations essentially on a direct cost basis. The costs can be and will be determined as the operations are conducted. This is also true as to revenues. Whatever revenue is applicable to the service will be credited to the service and whatever expenses are chargeable to the service, in accordance with the accounting procedures adopted, will be charged to the service.
- (5) The proforma statement is prepared on the basis that the complete ownership of the Marin transit operations will unconditionally rest in the Transit District and that the function of Western Greyhound Lines will be solely that of agent.

PROFORMA STATEMENT OF OPERATIONS - MARIN COUNTY
FOR THE YEAR 1966

| | <u>Amount</u> | <u>Per Mile</u> |
|----------------------------------|-------------------------|---------------------|
| <u>Bus Miles</u> | <u>2,800,000</u> | |
| <u>Operating Revenues</u> | | |
| Passenger | \$1,722,000 | 61.500¢ |
| Other | <u>37,800</u> | <u>1.350</u> |
| | <u>\$1,759,800</u> | <u>62.850¢</u> |
| <u>Operating Expenses</u> | | |
| Equipment Maintenance and Garage | \$ 160,000 | 5.712¢ |
| Transportation | 1,224,900 | 43.747 |
| Station | 83,200 | 2.972 |
| Traffic & Advertising | 16,000 | 0.572 |
| Insurance & Safety | 80,000 | 2.857 |
| Administrative & General | 231,000 | 8.250 |
| Operating Taxes | 92,000 | 3.286 |
| Operating Rents | <u>18,700</u> | <u>0.668</u> |
| | <u>\$1,905,800</u> | <u>68.064¢</u> |
| OPERATING INCOME OR (LOSS) | <u>\$ (146,000)</u> | <u>(5.214)¢</u> |

PROFORMA STATEMENT OF OPERATIONS - MARIN COUNTY

| | <u>Amount</u> | <u>Per Mile</u> |
|---|--------------------|-----------------|
| <u>Equipment Maintenance & Garage</u> | | |
| 4140 - Repair to Rev. Equipment | \$ 69,200 | 2.470¢ |
| 4150 - Servicing Rev. Equipment | 49,000 | 1.750 |
| 4160 - Tires and Tubes | 24,100 | 0.860 |
| Garage Indirect Labor & Expense Applicable to the Operation | 17,700 | 0.632 |
| | <u>\$ 160,000</u> | <u>5.712¢</u> |
| <u>Transportation Expense</u> | | |
| 4210 - Supervision | \$ 63,000 | 2.250¢ |
| 4220 - Drivers Wages | 1,078,000 | 38.500 |
| 4230 - Fuel for Rev. Equipment | 56,700 | 2.025 |
| 4240 - Oil for Rev. Equipment | 2,500 | 0.089 |
| 4262 - Bridge Tolls | 15,700 | 0.561 |
| 4264 - Other Transp. Expenses Applicable to the Operation | 9,000 | 0.322 |
| | <u>\$1,224,900</u> | <u>43.747¢</u> |
| <u>Station Expenses - Commission on Trans- portation Sales</u> | <u>\$ 83,200</u> | <u>2.972¢</u> |
| <u>Traffic & Advertising Expense</u> | | |
| 4430 - Schedule Folders | \$ 6,000 | 0.215¢ |
| 4440 - Printing Tickets | 10,000 | 0.357 |
| | <u>\$ 16,000</u> | <u>0.572¢</u> |
| <u>Insurance & Safety Expense</u> | <u>\$ 80,000</u> | <u>2.857¢</u> |
| <u>Administrative & General Expense</u> | | |
| 4640 - Communication Service | \$ 3,000 | 0.107¢ |
| 4652A- Empl.Welfare & Annuity Premiums | 139,100 | 4.968 |
| 4652B- Empl.Welfare Other | 38,500 | 1.375 |
| Accounting, Data Processing, Stationery Supplies and Other General Expenses | 50,400 | 1.800 |
| | <u>\$ 231,000</u> | <u>8.250¢</u> |
| <u>Operating Taxes</u> | | |
| 5210 - State Fuel Taxes | \$ 39,200 | 1.400¢ |
| 5240 - Social Security Taxes | 49,000 | 1.750 |
| 5259 - State Sales Tax | 3,800 | 0.136 |
| | <u>\$ 92,000</u> | <u>3.286¢</u> |
| <u>Operating Rents</u> | | |
| 5321 - Parking Lots | \$ 6,500 | 0.232¢ |
| 5322 - Stations | 12,200 | 0.436 |
| | <u>\$ 18,700</u> | <u>0.668¢</u> |

VII

CONCLUSION

1. Federal Grant -

Under the terms of the Urban Transportation Act of 1964 the Marin Transit District is eligible to apply for a federal grant. If the grant is approved, the initial amount the District would receive, would be 50% of the capital investment required to finance the project, which cannot be financed from revenues of the project. There is also a prerequisite that before a project will be approved for a federal grant, there must be an assurance the required local share of the project cost is or will be legally available prior to the completion of the project.

There is also a provision in the Act whereby the District may qualify for an additional grant that could bring the maximum grant allowance up to sixty-six and two thirds ($66 \frac{2}{3}$) of the project cost.

2. Preferential Traffic Treatment for Transit Vehicles -

It would be desirable to create exclusive transit lanes on Highway 101 and the Golden Gate Bridge as a means of increasing the schedule speed of transit vehicles. Under existing conditions however, it would not be either feasible or practical, because of the effect such a move would have on other traffic.

When a second crossing is constructed the matter should be pursued to establish this preferential treatment for transit vehicles. At the same time, steps should be taken to increase the width of Highway 101 in order that the idea of special lanes can be carried out on the highway as well as the new bay crossing.

3. Future Growth -

The preliminary population projection prepared by the Marin County Planning Department in October 1964 indicates the expected growth rate during the 1960-1970 decade to be 47.9%. Based on this projection, it is logical to assume the patronage of the Marin County transit operations would continue to increase in keeping with the population growth.

The Golden Gate Bridge and Highway District made a survey of passenger occupancy - buses vs automobiles - during peak periods of travel on the Golden Gate Bridge in September 1964. On the basis of this survey it was determined automobiles carried approximately 79% of the passengers as against 21%, carried by Greyhound buses. The buses represented only 1% of the vehicles carrying passengers. A constant review of possible frequency improvements, convenient routing and availability of the public trans-

portation service, providing modern, comfortable and attractively appointed buses would be an inducement to the public to use the service. A relatively small increase in bus patronage could have a decided affect in reducing, if not eventually eliminating, the present deficit operation. An imaginative, and vigorously aggressive management, with adequate backing from the Transit District Directors, could make considerable progress in this direction.

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The End

VIII



U.C. BERKELEY LIBRARIES



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